

Fostering a Spirit of Challenge

To create a strong ANA Group, we foster human resources under our Group HR Philosophy of “Taking Up the Challenge.”

■ ANA Group Human Resources (HR) Philosophy

The ANA Group HR Philosophy, established in 2002, focuses on teamwork as a competitive strength by effectively utilizing human resources. It defines the type of people and values necessary for a strong Group with “customer-oriented” being the primary prerequisite. And we are working to increase employee value under seven keywords listed in the philosophy including “internationalization,” “women” and “seniors.”

Seven Keywords Targeting the Goal



Group HR Philosophy

“Take up the Challenge”

- Challenge for personal “GROWTH” and challenge for our customer’s “EXCITEMENT” and “EXPERIENCE.”
- Always challenge. Limitless challenge creates a strong ANA Group.

■ Increasing Employee Value, Encouraging Diversity

Prep Office for Corporate University

ANA will launch a corporate university to achieve TEAM ANA’s goal of fostering employee development. We will start by creating a faculty this year for core employees who are to play major roles in the ANA Group in the future. This will strengthen the entire Group’s ability to “Learn and Put Into Practice.”

Iki Iki Promotion Room

In April 2007, the Iki Iki Promotion Room was established to cultivate a corporate culture that celebrates employee diversity*. The goal for Human Resources is to make the workplace one where all ANA Group employees do their jobs with enthusiasm, vitality and creativity.

* Fostering a diverse base of employees regardless of race, gender, age, religion, etc. to maximize the potential of our human resources.

Comfortable work environment

ANA supports employees with provisions for childcare and nursing leave and a study-abroad program. Since April 2007, we extended the eligibility of childcare leave (three days a month) and of shorter working hours for employees with preschoolers. During FY2006, 247 employees took childcare leave, eight took nursing leave and 16



Director Junko Miyasaka (left) and Manager Natsuki Uota, Iki Iki Promotion



enrolled in the study-abroad program. We also are enhancing financial support for employees trying to balance childcare with their careers.

Supporting women

ANA currently employs over 6,000 women—about half of our workforce—mostly as cabin attendants and airport passenger service staff. We are also actively recruiting women for *sogoshoku* (career positions) such as in administration and maintenance, and for the cockpit. Among our graduate recruits in FY2007, women occupied 38% of new *sogoshoku* appointments, and we were the first airline in Japan to appoint a woman to the board of directors. We are working to expand the number of managerial positions for women.

Utilization of Seniors

ANA has an employment extension system to exploit the skills and know-how of employees after they turn 60. Employees can work up to the age of 65, part-time (fewer working days and shorter hours) as well as full-time. In FY2006, 106 employees took advantage of the system.

Internationalization

ANA promotes the international diversification of its workforce. We are cultivating a global workforce by actively hiring foreign employees, sending employees on overseas internship programs, holding joint seminars with other Star Alliance members, and hosting a short-term work program in Japan for overseas employees.

Supporting the physically challenged

The aviation industry's first special subsidiary for employment of the disabled, ANA Wing Fellows was established in

1993 to expand the workplace for the physically challenged. We have been creating a comfortable work environment including setting up a barrier-free office space within Haneda Airport. We are facilitating employment for the disabled, who in FY2007 accounted for 1.83% of our workforce (exceeding the 1.8% mandated by law).

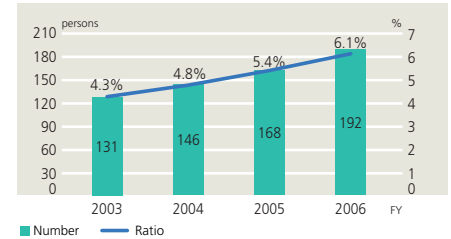
Approaches relating to the respect for human rights

The ANA Group has a clear policy for promoting human rights awareness. We have assigned a dedicated employee to the ANA Personnel's Human Rights Awareness Room, drafted a human rights program, and are supporting the promoting staff members at ANA Group offices.

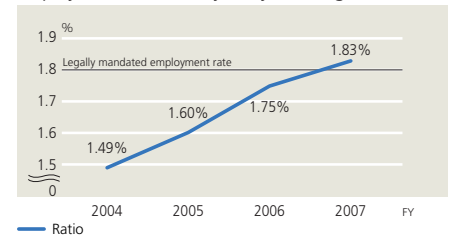
Internship Program

An internship program has been instated, providing students the opportunity to learn all about airport services through experience.

Number of Women in Managerial Positions



Employment Ratio of Physically Challenged



Women in Action



Noriko Ohoka
Handling 5, Line Handling, International Airport Utility

My job is aircraft marshalling, watching for wing clearance during arrival and the attachment and detachment of the PBBs*. Placing priority on the safe, on-time departure of aircraft under any weather and circumstances, I feel truly lucky day-in, day-out to be doing my dream job. I would like to polish my skills and work toward further qualifications.

* Passenger Boarding Bridge



Mana Yamabe
Transport Service, Administration, World Airport Service

I joined the company after being deeply impressed by the marshaller shown on the cabin screen. I still remember the excitement and sense of accomplishment I felt when I directed my first plane after training. I will strive to become a ground handler that brings dreams and excitement to our customers.